WELCOME to the webinar “Evaluating Networks and Partnerships”

This Live Webinar will start at 10:30 AM, New York time.

All microphones & webcams are disabled and we will only enable microphones during the Q&A portion. Therefore, you will not hear any sound/noise till the beginning of the webinar.
<table>
<thead>
<tr>
<th>Speakers</th>
<th>Title</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zenda Ofir, Former President, African Evaluation Association</td>
<td>Using a Developing Country Lens in Evaluation</td>
<td>13 October 2010</td>
</tr>
<tr>
<td>Shiva Kumar, Independent Consultant from India</td>
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<tr>
<td>Fred Carden, International Development Research Center (IDRC)</td>
<td>Good Practices in Evaluating Policy Influence</td>
<td>16 November 2010</td>
</tr>
<tr>
<td>Jared Raynor, Consultant of TCC group</td>
<td>Evaluating Networks and Partnerships</td>
<td>7 December 2010</td>
</tr>
<tr>
<td>Charles Lusthaus, Universalia, Associate Professor in the Department of Administration and Policy Studies, McGill University; &amp; partner in Universalia Management Group; Faculty Advisor to the Centre for Educational Leadership, McGill University</td>
<td>Evaluating Organizational Performance</td>
<td>February 2011</td>
</tr>
<tr>
<td>Steve Rochlin, Director and AccountAbility's US Representative</td>
<td>Evaluating Innovation</td>
<td>March 2011</td>
</tr>
<tr>
<td>Alastair Bradstock, Business Development Director of the International Institute for Environment and Development (IIED)</td>
<td>Evaluating Sustainable Development</td>
<td>April 2011</td>
</tr>
<tr>
<td>Peter Morgan, Independent Consultant</td>
<td>Evaluating Capacity Development</td>
<td>May 2011</td>
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</tbody>
</table>
# Webinars on National evaluation capacity development

<table>
<thead>
<tr>
<th>Name</th>
<th>Topic</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>Saraswathi Menon</td>
<td>The Role of the United Nations in Fostering National Ownership and Capacities in Evaluation</td>
<td>22&lt;sup&gt;nd&lt;/sup&gt; June 2010</td>
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<tr>
<td>Finbar O'Brien</td>
<td></td>
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<tr>
<td>Michael Quinn Patton</td>
<td>Future trends in evaluation.</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; July 2010</td>
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<tr>
<td>Marco Segone</td>
<td>Moving from policies to results by developing national capacities for country-led monitoring and evaluation systems</td>
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<tr>
<td>Caroline Heider</td>
<td>Evaluating policies and their results</td>
<td>16&lt;sup&gt;th&lt;/sup&gt; September 2010</td>
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<tr>
<td>Craig Russon</td>
<td>The role of policy analysis in over-coming the implementation challenge</td>
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<tr>
<td>Belen Sanz Luque</td>
<td>Human Rights and gender in evaluation</td>
<td>22&lt;sup&gt;nd&lt;/sup&gt; October 2010</td>
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<td>Florence E. Etta</td>
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<tr>
<td>Linda G. Morra Imas</td>
<td>The professionalization of evaluation</td>
<td>30&lt;sup&gt;th&lt;/sup&gt; November 2010</td>
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<td>Robert Picciotto</td>
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<td>Jean Quesnel</td>
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<tr>
<td>Oscar A. Garcia</td>
<td>Joint evaluation of the role and contribution of the UN system in South Africa. Lessons learned</td>
<td>14&lt;sup&gt;th&lt;/sup&gt; December 2010</td>
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<td>Angela Bester</td>
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</table>
## Webinars on National evaluation capacity development

<table>
<thead>
<tr>
<th>Presenter</th>
<th>Title</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael Bamberger</td>
<td>Institutionalizing impact evaluation. A key element in strengthening country-led monitoring and evaluation systems</td>
<td>January 2011</td>
</tr>
<tr>
<td>Hallie Preskill</td>
<td>Exploring effective strategies for facilitating evaluation capacity development</td>
<td>February 2011</td>
</tr>
<tr>
<td>Alexey Kuzmin</td>
<td>Use of evaluation training in evaluation capacity building</td>
<td></td>
</tr>
<tr>
<td>Michael Quinn Patton</td>
<td>Utilization-focused evaluations</td>
<td>March 2011</td>
</tr>
<tr>
<td>David Fetterman</td>
<td>Empowerment evaluation</td>
<td>April 2011</td>
</tr>
<tr>
<td>Rita O’Sullivan (TBC)</td>
<td>Collaborative evaluation. Creating environments to engage stakeholders in evaluation</td>
<td>April 2011</td>
</tr>
<tr>
<td>Indran Naidoo</td>
<td>The monitoring and evaluation in South Africa. Many purposes, multiple system</td>
<td>May 2011</td>
</tr>
<tr>
<td>Manuel Fernando Castro</td>
<td>Building a results-based management and evaluation system in Colombia</td>
<td>June 2011</td>
</tr>
<tr>
<td>Diego Dorado (TBC)</td>
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<tr>
<td>Velayuthan Sivagnanasothy</td>
<td>National monitoring and evaluation system in Sri Lanka. Experiences, good practices, challenges and the way forward</td>
<td>July 2011</td>
</tr>
<tr>
<td>David Rider Smith</td>
<td>Policies, institutions and personalities. Lessons from Uganda’s experience in monitoring and evaluation</td>
<td>September 2011</td>
</tr>
</tbody>
</table>
The recording of the previous webinars are available at www.mymande.org
The recording of the previous webinars are available at www.mymande.org.
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Agenda

10h30 – 10h35 Welcome
  Marco Segone, Systemic management, UNICEF Evaluation Office

10h35 – 10h40 Introduction
  Stewart Donaldson, Dean & Chair of Psychology School of Behavioral & Organizational Sciences, Claremont Graduate University

10h40 – 11h00 Evaluating Networks and Partnerships
  Jared Raynor, TCC Group

11h00 – 11h25 Questions and Answers

11h20 – 11h30 Closing and Wrap-up
  Penny Hawkins, the Rockefeller Foundation
Questions and Answers

1. Participants
2. Audio: Teleconference available
3. Chat: Joined on June 23, 2010 at 11:03 AM

http://www.elluminate.com/Products/Teleconferencing/?id=75/

http://www.elluminate.com/Products/Elluminate_Learning_Suite/?id=72/
Keynote Speakers

Jared RAYNOR, TCC Group
Good Practices in Development Evaluation: Coalitions and Networks

Jared Raynor
Senior Consultant
TCC Group

Webinar
7 December 2010
Continuum of Inter-Organizational Relationships (IORs)

- Mutual Accountability
- Joint Venture
- Strategic Alliance
- Merger
- Collaboration
- Formal Organization
- Coalition
- Informal Network
- Committee
- Separate Accountability
- Informal Organization

### Logic Model: Advocacy Initiatives

#### Acting Organization:
- Nonprofit or Advocacy Organization (uses coalition as a strategy)

#### Project Inputs/Resources:
- **Advocacy Staff:**
  - Time, experience and expertise (administrative, legislative, election-related and legal)
  - Core skills (analytical, communication, research, etc.)

  - Funding:
    - Monetary resources
    - Non-monetary/non-staff resources (e.g. volunteers, in-kind donations)

- **Organizational Reputation:**
  - Advocacy related
  - General perception as a quality organization
  - Representative for base constituency

- **Network:**
  - Policy makers
  - Partner organizations
  - Media
  - Mobilized base

#### Strategies:
- Issue analysis/research
- Media advocacy/Public awareness raising
- Grass roots organizing
- Coalition building/networking
- Policy analysis/research
- Legal action
- Lobbying and direct policy-maker influence
- Assure good policy implementation (Administrative/Regulatory oversight, TA, monitoring, etc.)

#### Outcomes:
- Better defined and framed problems
- Issues more clearly set on the public agenda and gain prominence (momentum, interest, awareness, etc.)
- Policy makers adopt new policies based on the agenda/do not adopt harmful policies
- Policy decisions effectively implemented
- Impact of new policies is evaluated

#### Impact:
- Change in Social Structure Reflecting Positive Social Justice Shift

(C) TCC Group 2010
Evaluation Challenges

- **Definitional:** what is the unit of analysis?

- **Effectiveness:** No agreed upon standards of performance

- **Outcomes:** Difficulty in congruous stakeholder identification

- **Use:** replication is generally not realistic; need advice to move forward
What Are We Measuring?

- External Environment
- Coalition
- Organization
- Individual
An Entanglement of Relations

Number of Relationships
2 Person Coalition: 8
3 Person Coalition: 18
4 Person Coalition: 32
A Simplified Approach for Evaluation

Member Capacity + Network/Coalition Capacity + Outcomes
Member Capacity
**Membership Questions for Networks and Coalitions**

- What do you want to get out of the network/coalition?
- How do you justify your involvement?
- How much time can you devote?
- What can you offer?

<table>
<thead>
<tr>
<th>Individual Capacity</th>
<th>Network</th>
<th>Coalition</th>
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<tbody>
<tr>
<td>Boundary spanners</td>
<td>Skill/knowledge to work collaboratively</td>
<td>Time and Commitment to working in coalition</td>
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<tr>
<td>Time/space to engage in network</td>
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<td>Relevant decision-making authority</td>
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<td>Relevant skills and interest</td>
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<td>Strategic use of coalitions to fill critical gaps and leverage resources toward achieving your mission</td>
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<td>Desire to be part of something bigger</td>
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</tbody>
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Coalition/Network Capacity: A Framework
The Critical Organizational Capacities for Advocacy Initiatives: The Logic Model “Inputs”

Leadership:

Adaptability:

Management:

Technical:

Access window of opportunity/threat:
• Offense
• Defense

Org. Culture

Improvement in the Quality of Living for the Community

Issue analysis/research
Media advocacy/Public awareness raising
Grass roots organizing
Coalition building/networking
Policy analysis/research
Legal action
Lobbying and direct policy-maker influence
Administrative/Regulatory implementation influence

(C) TCC Group 2008
Leadership Capacity

Value Proposition
(Why is the coalition the right approach?)

Goal Destination
(What is the coalition trying to achieve?)

- Rules, procedures and decision-making
- Leadership
- Action/Exchange-oriented
Assessing Coalition/Network Impact
Levels of Outcome

- Community
- Coalition/Network
- Organization
- Individual

Development of IOR

Benefits to Individuals

Community Impact/Outcomes

Benefits to Organizations
Community Outcomes (Goal Destination)

- Policy adoption/Policy blocking
- Increased visibility/knowledge of issue
- Better relationships with policy-makers and allies and reduced enemies
- New knowledge/development of good research (increased data)
- Overcoming important “sticking” points in moving an agenda/policy
- Increased public will
- Increased coordination of activities
IOR Organizational Outcomes (Value Proposition)

- Increased IOR capacity (e.g., clarity of vision; ability to manage/raise resources, etc.)
- Increased visibility of IOR
- Increased membership
- Increased quality/prestige/engagement of membership
- Increased collaboration between IOR members outside the IOR
- Merging/strategic relationship with other IORs
- More rapid and organized ability to respond
- Number of different “faces” that the IOR could credibly put forward to advance the issue
Individual and Organizational Outcomes

- Sense of belonging
- Increased skills/capacity
- Increased information
- Increased access to resources (while maintaining autonomy)
- Decreased transaction costs
- Increased legitimacy/power
Capturing ‘Externalities’

• Sustained networks/relationships (Relationships hurt)
• Reduced sense of isolation (Personality conflicts)
• Better implementation/coordination of actual programs addressing the issue (More entrenched programming)
• Cross-fertilization and Innovative ideas (Group think)
• Other specific project goals met
Jared Raynor
Senior Consultant

TCC Group
www.tccgrp.com
Questions and Answers

1. Participants

2. Audio

3. Chat

http://www.elluminate.com/Products/Teleconferencing/?id=75/

http://www.elluminate.com/Products/Elluminate_Learning_Suite/?id=72/
Joint evaluation of the role & contribution of the UN system in South Africa, 14 December 2010

Oscar GARCIA, Senior Evaluation Adviser, UNDP Evaluation Office

Angela BESTER, Director, Deloitte and Touche, South Africa
The recording will be available at www.mymande.org